Framing the Future of Military Family Policy and Programs

10-12 January 2011

Monday, 10 January

- Welcome
- Administrative Remarks
- Introductions
- Environmental Scan
  - *Our World*
  - *Our Leadership*
  - *Our Families*
  - *Our Force*
  - *eBenefits Overview*
- Developing a Statement of Intent

11-12 January

Tuesday, 11 January

- Meet and Greet
- *Our Programs*
- Overview of work plan, deliverables, reference materials and roles/responsibilities for priorities
- Summary of meeting poll results
- Action plan development
  - Communication
  - Reporting, Eligibility, Needs Assessment

Wednesday, 12 January

- Administrative remarks
- Action plan development
  - Metrics and Evaluation
- Next Steps
- Meeting Summary

Visioning Exercise

Statement of Intent

- This statement will help us frame our collective work for Military Family Policy and Programs
  - Our Purpose
  - Our Method
  - Our End State

Visioning Exercise

- Small groups discuss questions in three topic areas
- Groups report out results of their discussions to the large group
- Key themes identified and noted
- Large group collectively develops a statement of intent for Military Family Policy and Programs (the big, collective “us”) based on the identified themes

Statement of Intent

So…if we perform optimally over the next 5-10 years, what will success look like?

How do we need to do to position ourselves to be most responsive to the future realities facing the Department of Defense and military members and families?

Organization	Services	Families

What's Next?

- **Homework:**
  1. Review the task, opportunity and status statements for each priority
  2. Consider a noteworthy accomplishment in the realm of MFPP to which you contributed.
- **Objective for Tuesday:** Using the MFPP Statement of Intent to guide our work, begin developing plans of action for identified priorities
  - Location: The Representative, 1101 S. Arlington Ridge Road, Arlington

Tuesday, 11 January

- Meet and Greet
- *Our Programs*
- Summary of meeting poll results
- Overview of work plan
- Action plan development
  - **Communication**
  - **Needs Assessment, Eligibility, Reporting**

Poll Summary

Expectations:

- Meeting focus: collaboration on shared mission activities
- Outcomes will include:
  - the development of a strategic framework for family programs (development, delivery, evaluation, and sustainment)
  - agreement on the complementary roles and functions of the Department and the Services
  - updates on current status of programs

Poll Summary, cont.

Leadership priorities:

- Effectively meet current family needs and set strategy and policy to address future needs to preserve all volunteer force
- Support for wounded warriors and their families
- Improve health and wellness in order to reduce health care costs
- Joint resiliency model for leadership/leadership toolkit
- Community based programs/services for Active/Reserve components who are geographically dispersed
- Accessible, efficient, and measureable programs
- Program rationale to justify program operation/resourcing/sustainment

Poll Summary, cont.

Additional Priorities (Participants):

- Support for DPPG Phase I & II
  - Identify, evaluate and limit duplication and service redundancy
- Community-based programming
- One DoD brand for family programs allowing each Service Component the flexibility to operate in their program lanes
- Providing technical assistance to the field and attending to the science of implementation
- Recruiting and retaining employees who share our agenda
- Action Plan to translate vision into results

Action Plan Development

Work Plan

- Deliverables
- Roles
- Reference Materials

Communication

- Update on current communication efforts
- Poll summary: communication
- Reach consensus on opportunity and task
- Workgroup activities:
  - Define target audience
  - Identify desired outcomes
  - Create audience appropriate messages
  - Determine effective methods/channels
  - Consider communication metrics and impact
  - Develop plan of action and milestones

Poll Summary: Communication

- How can we leverage state/community resources?
- What is our role vice Public Affairs?

Consensus Building

Opportunity (*goal)*: Improve awareness of and accessibility to the family readiness system

Tasks (*objectives)*:

- Examine successes and failures with respect to communication about family readiness programs
- Establish a communications plan to guide what messages are shared with target audiences, and through what channels such messages are communicated
- Develop measures of effectiveness to assess communication efforts

Who do we serve?

Target Audiences:

Families -- Leadership -- Service Providers

Other Stakeholders/Partners

What do they look like?

What do they care about?

Who are your audiences?

What are the characteristics of this audience?

Who or what are they influenced by?

What makes new information credible for them?

Why should they care about you and what you're doing?

Who or what could motivate change or action?

Where's the best place to reach them?

How old are they? How do they spend their time? How have they been educated?

Outcomes & Messaging

Outcomes:

Define the end result of communicating with your audience. What will they do, know, or change? Consider more than just impact on program – as a systems approach, what is important?

Messaging:

- Value - WIFM
- Appeal to their emotion
- Less is more
- Consider your audience

Generations & Communication Channels

Align the media with the audience

Baby Boomers Over 42 years old

Gen X 28-42 year olds

Phone
Face time
Email

Gen Y or Millennials 15-27 year olds

Facebook
IM
Texting
Blogs
Wikis
Podcasts

- 37% of US adult internet users use social networks (projected at 50% in 2011)
- 70% of US teen internet users use social networks (projected at 84% in 2011)
- 50%+ Facebook users are not students
- The majority of new Facebook members are people over 35
- 69% of US female gen-y’ers use Facebook
- 56% of US male gen-y’ers use Facebook
- 98% more people in gen-x visited Facebook in the past few months.

Small Groups

1. Families

2. Leadership

3. Service providers

4. Partners and other stakeholders

POA&M

MFPP Communication POA&M	Audience:
Opportunity/Goal:	
Task/Objective:	
Strategy:	

Tactic (Milestone)	Champion	Due Date	Messages/ Information	Communication Product	Communication Vehicle	Resource	Status	Comments

Communication: Next Steps

- Consolidate audience-specific plans into a single plan of action and milestones (POA&M)

- Vet and execute POA&M

Reporting, Eligibility & Needs Assessment

Steps:

- Status (“as-is”)
- Poll Summary
- Consensus on opportunity and task statements
- Action Plan Development

Poll Summary: Reporting

- Need to focus on the high-level data that the Services can extract from their existing reports
- No new requirements
- A common template will be valuable

Consensus Building: Reporting

Opportunity *(goal)*: Develop and implement a performance management strategy.

Task *(objective)*: Develop a shared program reporting template and implementation plan that provides useful information about family readiness programs and maximizes the use of technology to automate the reporting process.

Poll Summary: Eligibility

- Need clarity regarding Reserve Component Eligibility
  - Input from other key players, e.g., OGC is required
- How do we inspire a culture shift to engage extended and non-traditional family members?
- Issue is currently being staffed

Consensus Building: Eligibility

Opportunity *(goal)*: Clarify who is eligible for what services under what conditions.

Tasks *(objectives)*:

- clarify eligibility for family readiness programs as outlined in applicable laws and regulations;
- develop recommendations for eligibility changes; submit recommendations through leadership and congressional channels, as appropriate;
- revise policy, as needed;
- communicate information to customers and stakeholders.

Poll Summary: Needs Assessment

- Minimize the number of times we survey our customers to ensure quality data
  - No need for another assessment
- A thoughtful, strategic approach is critical to informing good decisions about services
  - How do we capture emerging needs?
- Focus on needs and not the process of assessment
- What are our respective roles?
  - This is operational
- Consider existing resources, e.g., DMDC surveys; Status of Forces data; those available from Federal partners

Consensus Building: Performance Management (Needs Assessment)

Opportunity *(goal)*: Develop and implement a performance management strategy for the family readiness system.

Task *(Objective):* Establish a plan which aligns the collection of information about the wellbeing of service members and families across multiple levels and is capable of capturing emerging needs in a timely manner.

Action Plan Development

- Strategies
- Tactics
- Champions
- Time Frame
- Resources
- Notes/ Status

Group Out-Briefs

- Action plan overview
- Is your action plan complete?
- What questions do you have?

Next Steps

- Action plan development and execution will continue via the existing Warfighter and Family Program Managers' meeting with vetting among other offsite participants, as appropriate.

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Metrics and Evaluation

- Status (“as is”)
- Poll summary
- Consensus on opportunity and task statement

Poll Summary

- Consider existing Service and OSD metrics; resources available from Federal partners; and existing reports
- Set policy that funding is contingent upon program evaluation
- Evaluation is C²: **challenging** yet **critical**

Consensus Building: Performance Management (Metrics and Evaluation)

Opportunity *(goal)*: Develop and implement a performance management strategy for the family readiness system

Task *(objective)*: Identify/validate specific and measurable performance goals; develop recommendations for a comprehensive evaluation system that uses valid and reliable outcome, customer satisfaction, process, and activity metrics that are linked to stated goals.

Evaluation

- Evaluation helps us understand which programs work for which groups using conclusions based on evidence (rather than testimonials and impassioned pleas).
- Key Steps:
  - Define the audience for the evaluation findings, what they need to know, and when.
  - Develop a logic model that lays out the expected causal linkages between the system and the system goal
  - Assess the system's readiness for evaluation

Types of Evaluation Design

1. **Performance monitoring** - How is the system operating and to what extent are specified objectives are being attained?
2. **Process evaluation** – How is the program operating? What activities are being undertaken in service delivery and are there problems?
3. **Cost evaluation** - How much does the system cost? In relation to alternative uses of the same resources?
4. **Outcome evaluation** - Did the program have its intended effects? If so, who was helped and what activities or characteristics of the program created the impact?

Action Plan Development (3)

- Strategies
- Tactics
- Champions
- Time Frame
- Resources
- Notes/ Status

Outcomes

- Domains:
  1. Personal and Family Life Readiness
  2. Mobility and Economic Readiness
  3. Mobilization and Deployment Readiness

Small Groups

- Using your assigned domain, identify the sub-domains, e.g.:
  - Family Management/Self-Sufficiency
  - Informal/Formal Sources of Support and Involvement
- Consider possible outcomes within each domain
- Finally, brainstorm indicators that would demonstrate that outcomes have been achieved

Meeting Outcomes

- Shared statement of intent to guide our work in support of military families.

- Plans of action for shared priority objectives.

Next Steps

- How will we ensure action plans are executed?
- What mechanisms are already in place and what else is needed?
- Who are the champions for each action plan?
- How can we continue these collaborative efforts?

For additional information, contact Gerry Carlon or Pam McClelland.